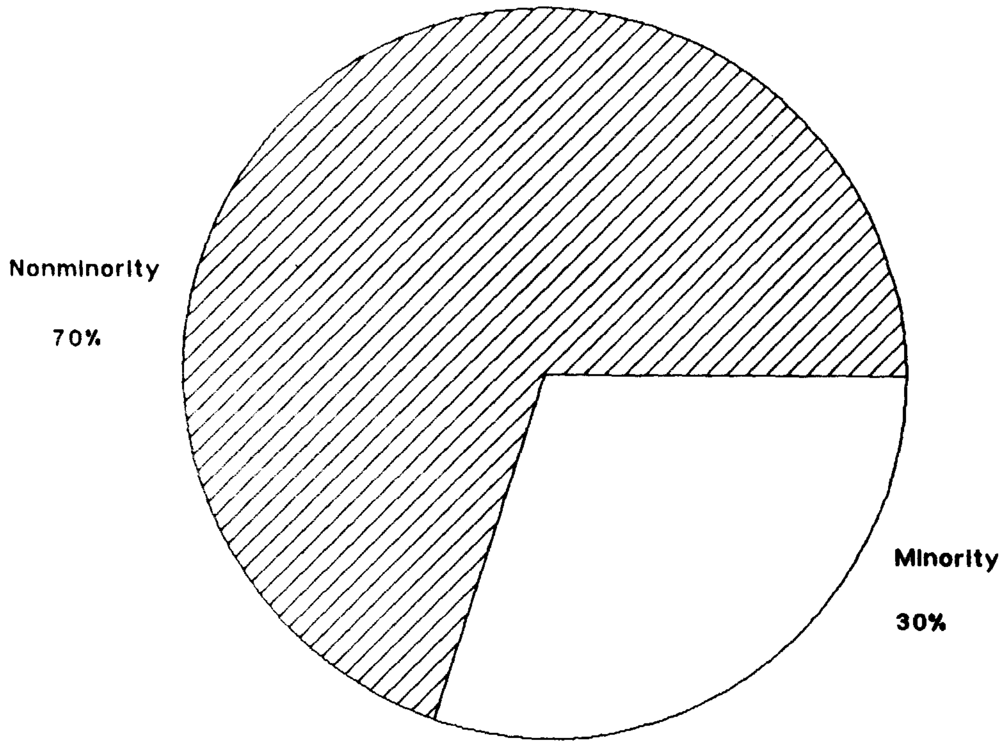
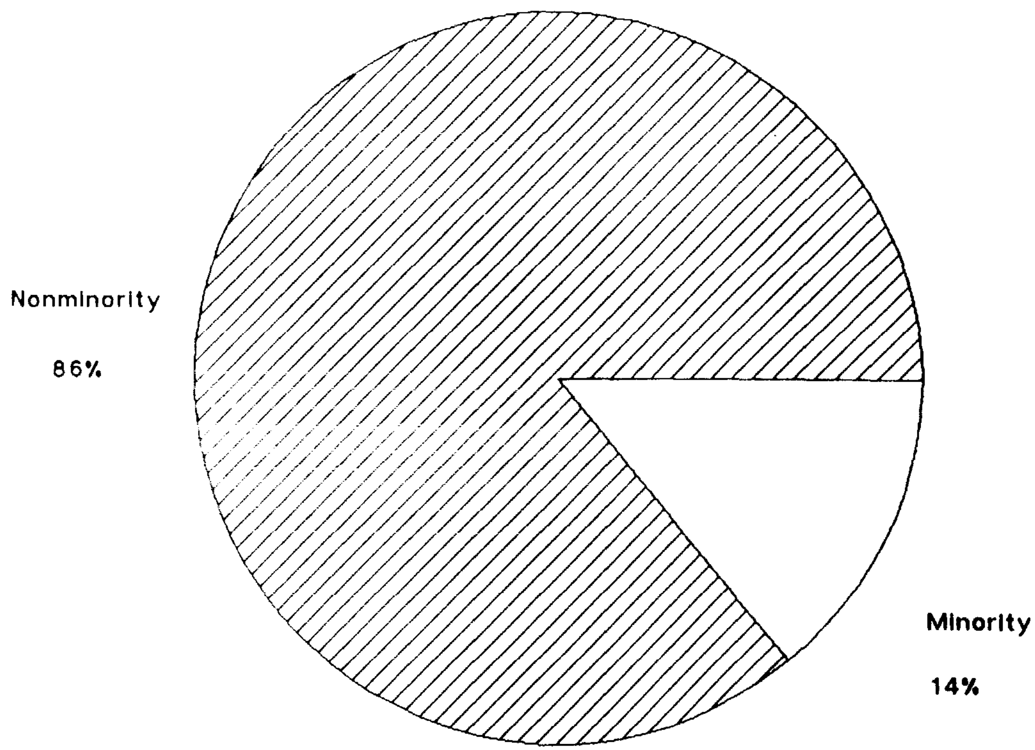
Appendix C.3. City of San Antonio Expenditures on Construction Subcontracts, Fiscal Year 1989



Total Awards -- $16,915,687
Minority Participation Goal -- 25%

Source: Small and Minority Business Advocacy Program Computer Printout, San Antonio, Tex., 1989.

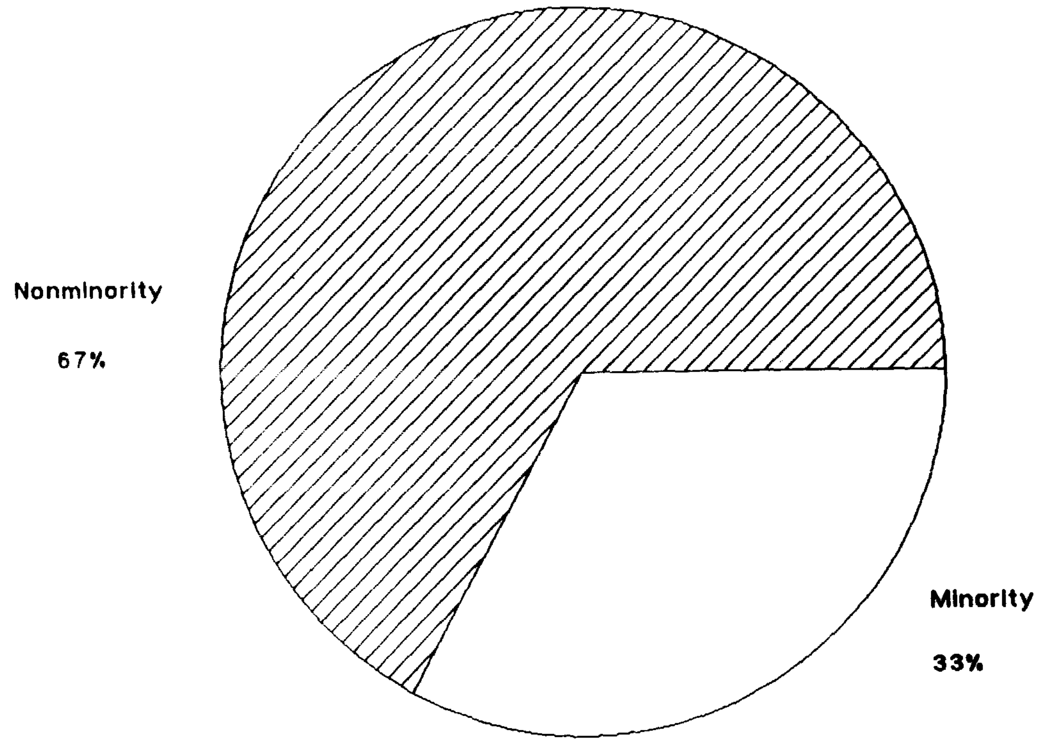
Appendix C.4. City of San Antonio Expenditures on Procurements, Fiscal Year 1989



Total Awards -- $48,223,710
Minority Participation Goal -- 15%

Source: Small and Minority Business Advocacy Program Computer Printout, San Antonio, Tex., 1989.

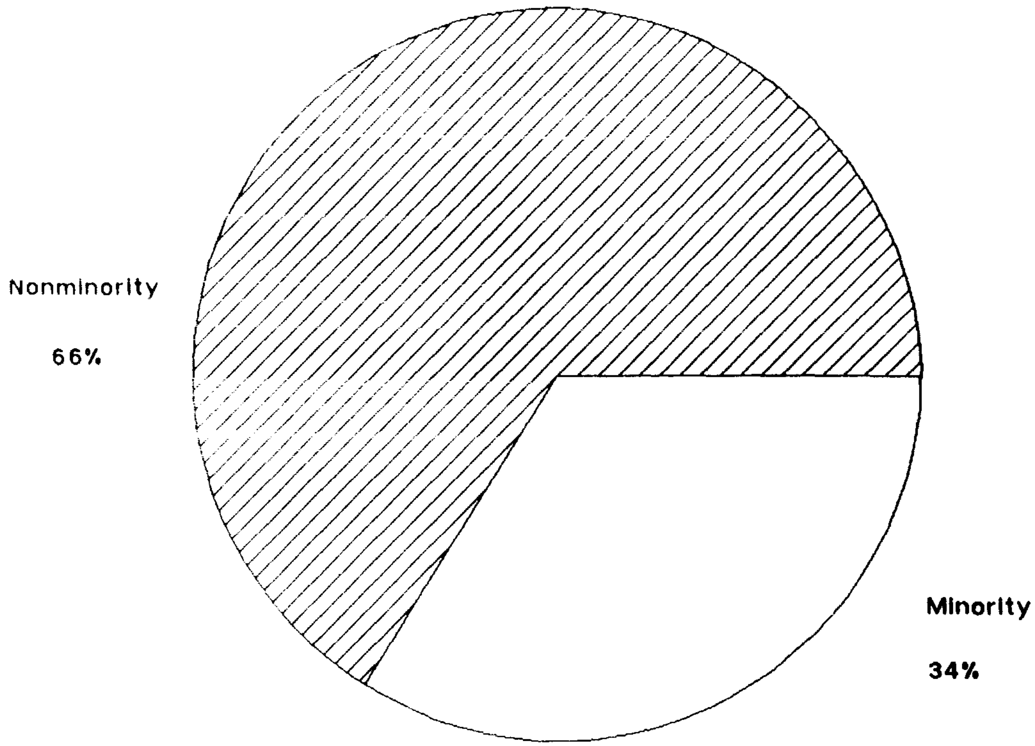
Appendix C.5. City of San Antonio Expenditures on Professional Services Fiscal Year 1989



Total Awards -- $17,458,118
Minority Participation Goal -- 32%

Source: Small and Minority Business Advocacy Program Computer Printout, San Antonio, Tex., 1989.

Appendix C.6. City of San Antonio Expenditures on Architects and Engineers, Fiscal Year 1989



Total Awards -- $14,638,446
Minority Participation Goal -- 32%

Source: Small and Minority Business Advocacy Program Computer Printout, San Antonio, Tex., 1989.

Appendix D. Poverty in 1980

Table D.1. People in Poverty in 1980

City	Population	No. of People in Poverty	Percent
Atlanta	409,425	112,622	27.5
Cleveland	564,407	124,860	22.1
San Antonio	785,880	161,288	20.9
Norfolk	232,505	48,132	20.7
Orlando	116,860	20,805	17.8
Sacramento	270,704	40,721	15.0
Dallas	891,416	126,245	14.2
Houston	1,578,339	199,755	12.7
San Diego	811,871	101,034	12.4
Phoenix	780,111	86,659	11.1
San Jose	619,018	50,569	8.2

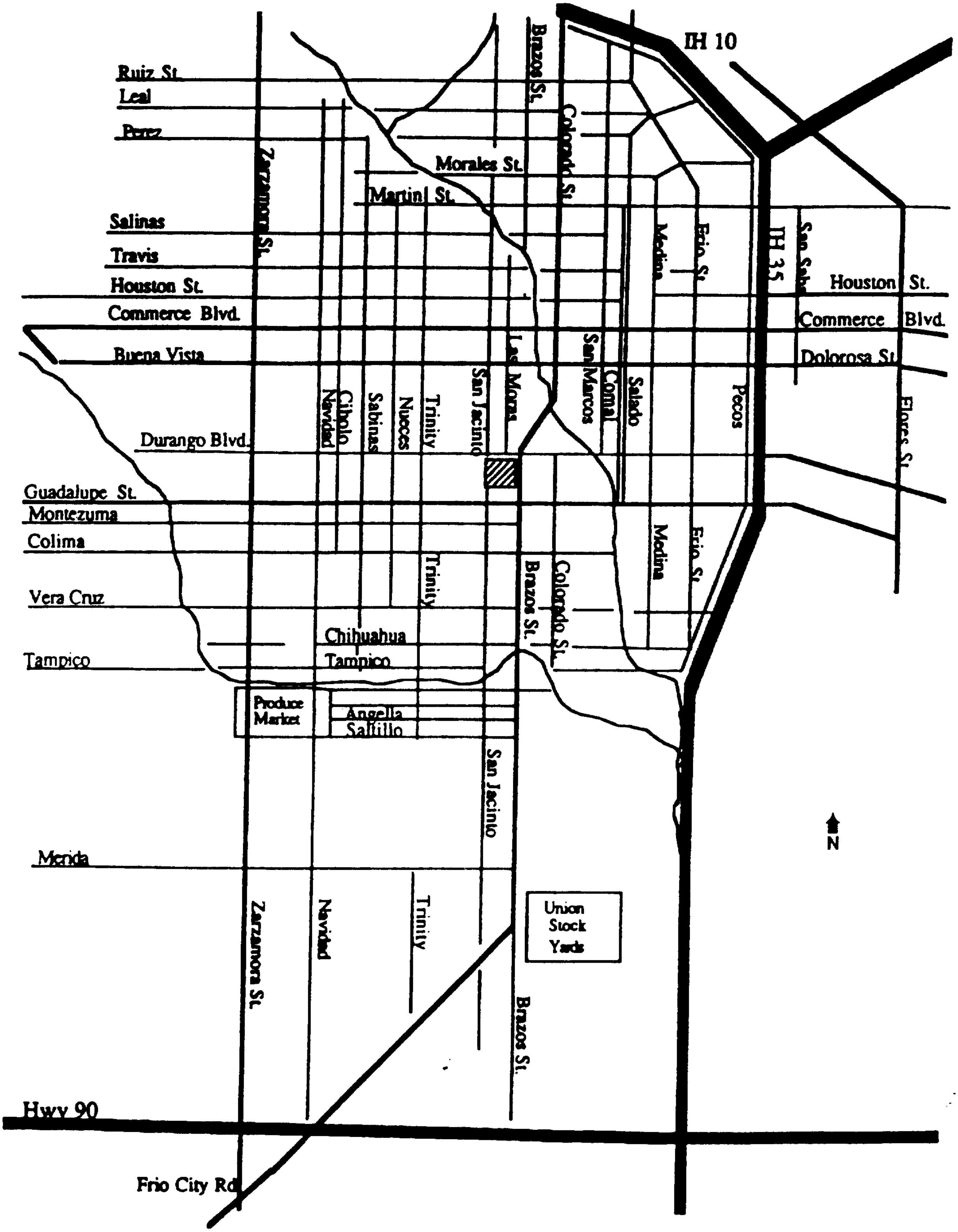
Table D.2. Relative Rankings by Severity of Poverty in 1980

City	All People	City	African-Amer.	City	Latinos
Atlanta	10	Norfolk	5	Cleveland	9
Cleveland	16	Atlanta	13	Atlanta	13
San Antonio	20	Orlando	17	San Antonio	14
Norfolk	21	Cleveland	22	Norfolk	25
Orlando	21	Phoenix	23	Sacramento	28
Sacramento	31	San Antonio	33	San Diego	31
Dallas	32	Sacramento	36	Phoenix	33
Houston	39	Dallas	36	Dallas	38
Phoenix	41	Houston	43	Orlando	42
San Diego	47	San Diego	47	Houston	44
San Jose	45	San Jose	54	San Jose	51

Source: 1980 U.S. Census

Note: The ranking of all eleven cities has been established with respect to the percentage of people or households in poverty in the following five key areas: (1) the total number of residents, (2) the number of children under the age of 18 per family, (3) the number of people of age 65 and over, (4) the number of households, and (5) the number of single-parent families with children under the age of six.

Appendix E. Area Studied for the Informal Economy



Appendix F. 1938 Zoning Districts

A	Single-family district
B	Residence district
C	Apartment district
D	Apartment district
E	Office district
F	Local retail district
G	Local retail district
H	Local retail district
I	Business district
J	Commercial district
K	Commercial district
L	First manufacturing district
M	Second manufacturing district
GG	Local retail district
HH	Local retail district
II	Business district
JJ	Commercial district
KK	Commercial district
LL	First manufacturing district
MM	Second manufacturing district

Source: San Antonio Unified Development Code, September 1989, pp. 111-2 to 111-3.

Note: The restrictions for districts in double letters are identical to those in corresponding single-letter districts except that there is a 25-foot front yard setback.

Appendix G. Districts Created Since June 28, 1965

Residential Districts

R-A	Residence-agriculture districts
R-1	Single-family residence districts
R-2	Two-family residence districts
R-A	Three- and four-family residence districts
R-3	Multiple residence districts
R-4	Manufacturing home districts
R-5	Single-family residence districts
R-6	Townhouse residence districts
R-7	Small-lot home districts

Business Districts

0-1	Office districts
B-1	Business districts
B-2	Business districts
B-2NA	Business districts, nonalcoholic sales
B-3	Business districts
B-3NA	Business districts, nonalcoholic sales
B-3R	Restrictive business districts
B-4	Central area districts

Industry Districts

I-1	Light industry districts
I-2	Heavy industry districts

Overlay Districts

ERZD	Edwards recharge zone district
P-1	Planned unit development districts
PWOD	River Walk overlay district
MAD-1	Military airport overlay zone 1
MAD-2	Military airport overlay zone 2
H	Historic districts

Performance Districts

PRD	Planned residential development districts
BP	Business park districts

Source: San Antonio Unified Development Code, September 1989, pp. 111-3 to 111-4.

Appendix H. Items and Amounts Covered by Provisions of the Homeowners Incentive Program

Mortgage companies must comply with HUD Handbook No. 4155.1 Rev-2 dated December 23, 1988, which states:

> Borrower's closing costs include the mortgagee's origination fee cost of title search, charges for preparation of deed and mortgage documents, mortgage tax, recording fees, home inspection fee up to $200, appraisal fee, credit report fee, and other similar items." All these costs are eligible for financing through the HIP program. However, the HIP limit of reimbursement for an independent home inspection is $75.00

Prepaids are limited to the following:

30 days interest
14 months Hazard insurance
3 months taxes

The HIP Program funds cannot be used to pay:

any part of the Mortgage Insurance Premium
discount points
Owner's Title Policy
prepaids in excess of the limits noted herein
closing costs in excess of the limits set out below.

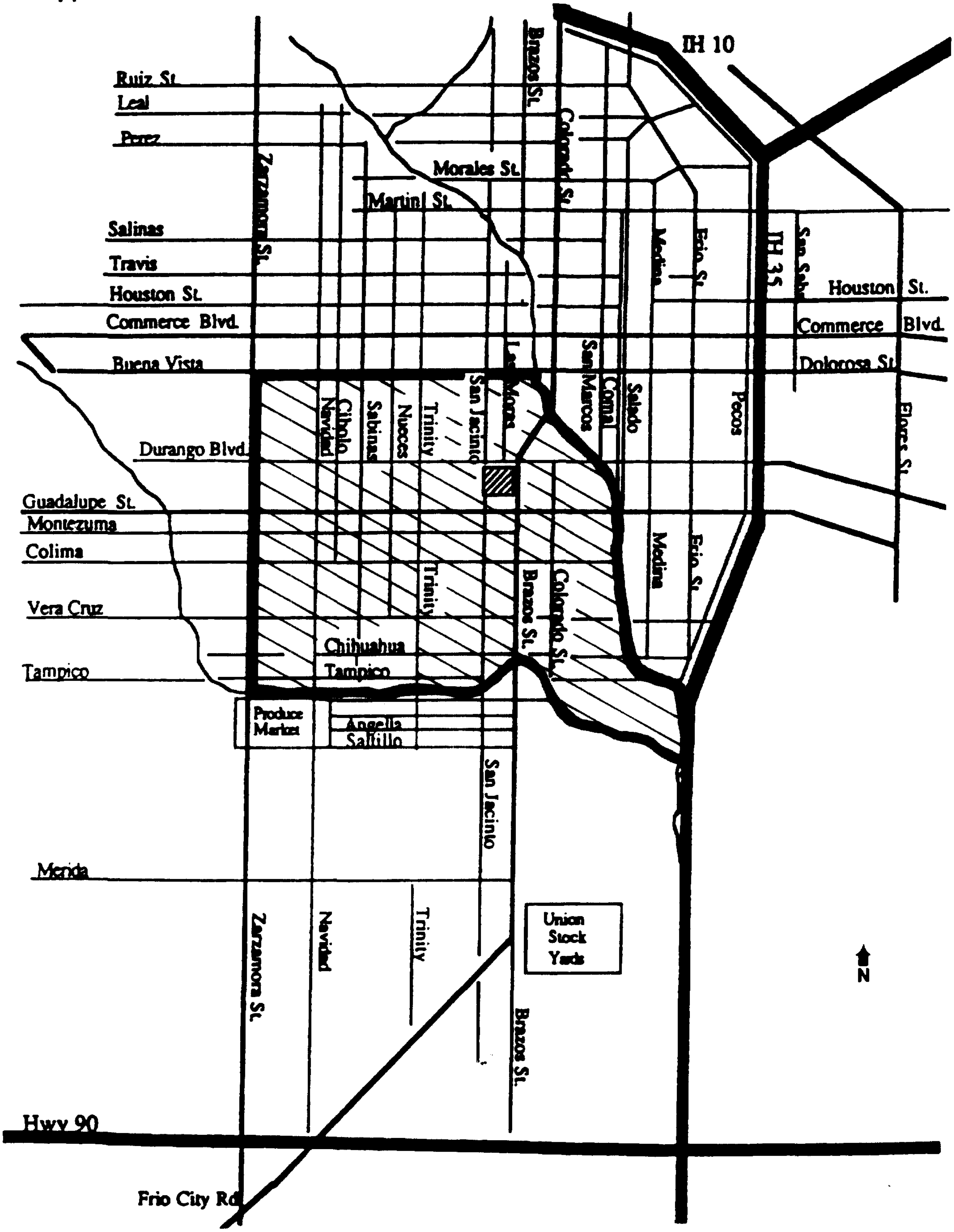
Maximum Closing Costs

Value	Maximum	Value	Maximum
20,000-23,000	1,000	34,000-38,000	1,150
24,000-28,000	1,050	39,000-43,000	1,200
29,000-33,000	1,100	49,000-50,000	1,300

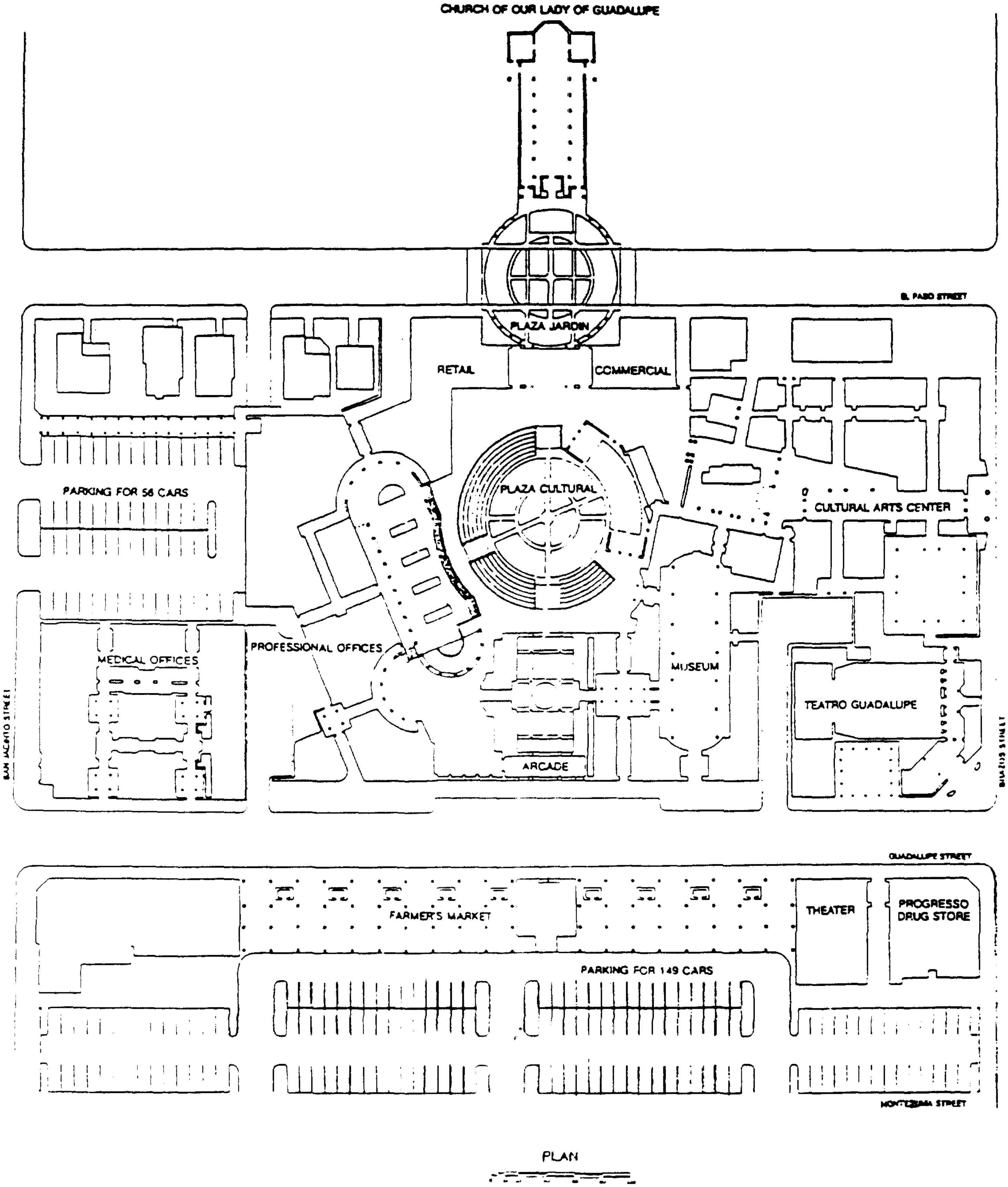
If the Good Earn Estimate (provided by the mortgage company) indicates more than the allowable closing costs or prepaids, benefits are based on the FHA HIP program maximum allowable. The amount deposited as part of the Earnest Money Contract is subtracted from the total eligible closing costs and prepaids and a commitment is issued based on this computation.

Source: Housing and Urban Development Handbook No. 4155.1, Rev.-2, December 23, 1988.

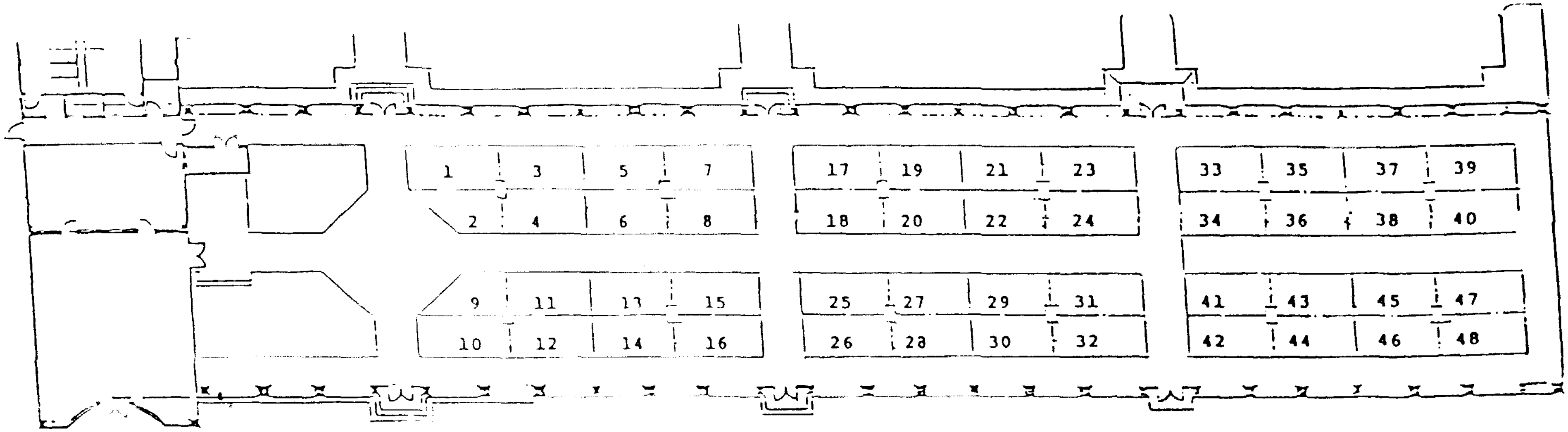
Appendix I. Avenida Guadalupe Neighborhood Association Boundaries



Appendix J. Guadalupe Plaza Map



Appendix K. Map of El Parián



Stall Number	Retailer	Stall Number	Retailer
2	Villareal Productos Mejicanos	25	Haro - Carneceria
5	Rodriguez - Seamstress	26	" " "
6	Rodriguez - Underwear	27	Fernandez - Fruits/Vegetables
9	Ramos - Fiesta Azteca	28	" " " " "
10	" " " "	29	Mora - Wholesale Arts/ Mexican
12	Gonzales - Clothing Retail	30	" " " " "
13	Pena - Cristina's Boutique	32	Martinez - Dairy Products
14	" " " " "	35	Maldonado - Fruits/Vegetables
15	Gonzalez - Artesanias	36	Cuevas - Flower Shop
16	De Los Santos - Records/T-shirts	37	Maldonado - Fruits/Vegetables
18	Perez - Churros/Hierberia	43	Alonzo - Costume Jewerly
22	Martinez - Robert's Orgininals	44	Rodriguez - Cards
23	Alvarado - Salon de Belleza	45	Quiroz - Handmade art
24	" " " " "	46	Salinas - Raspas
		48	Mendoza - Libreria

ISBN 0-89940-705-6

EXHIBIT E

The Greenlining Institute

June 1995

A report on the adverse impact of high interest rates on Minorities and Small Businesses.

The Greenlining Institute, 785 Market Street, Third Floor, San Francisco, California (415) 284-7200

ABOUT THE GREENLINING INSTITUTE

The Greenlining Institute is a multi-ethnic nonprofit that represents a coalition of community and business groups that serve low income, minority, and disabled people. The organization focuses primarily on ending discrimination in employment, lending, and service among banks, utilities, and insurance companies. The term "Greenlining" was coined to signify an antidote to "Redlining", the refusal to do business in low-income and minority areas. The Institute is committed to establishing partnerships with corporations and government to foster economic development and job opportunities, particularly in underserved areas. Coming into formal existence in 1979, the coalition is presently comprised of over two dozen members, including the Center for Southeast Asian Refugee Resettlement, Chinese for Affirmative Action, Latino Issues Forum, Mexican-American Political Association, New Bayview Committee, Oakland Citizens Committee for Urban Renewal (OCCUR), Black Business Association, Asian Business Association, the California Black and Hispanic Chambers of Commerce, and the World Institute on Disability.

A War on Inflation or a War on the American Economy and Minority Dreams?

SUMMARY

Led by Chairman Alan Greenspan, the Federal Reserve raised interest rates seven times in sixteen months, doubling the overnight rate among banks from a year ago. The Fed's decisions will *adversely impact* the country by:

- creating unemployment, particularly among minorities whose "real" unemployment rate is over twenty percent;
- freezing wages at below the poverty level;
- locking first-time homebuyers out of the housing market;
- removing low-income persons from access to credit;
- creating obstacles to minority business development and expansion;

In other words, these policy decisions have the greatest impact on minorities; the casualties are low-income communities.

Citing rising inflation as the reason for the past seven rate increases, Greenspan has waged a war against an invisible enemy. *Inflation has been held under 3% for three straight years, the best record in the past thirty years.* Business productivity improved for the fifth year in a row last year, and employment costs have been their lowest in years and the growing evidence of a recession.

Despite these economic signs, the recession, particularly in California, where the unemployment rate is a third higher than the nation as a whole and where real minority unemployment (including discouraged and part-time workers) exceeds twenty percent, Chairman Greenspan refuses to consider Main Street economic needs as opposed to Wall Street monetary desires. That is, the Chairman won't fight a looming recession with rate decreases, even though real minority unemployment exceeds Depression-level rates of the 1930s.

Greenspan's term as Chairman expires in March 1996, and the performance of the economy may determine the reappointment or choice of his successor, who is most likely to be current Vice Chairman Alan Blinder. Blinder has publicly stated that inflation nervousness is unwarranted as evidenced by its current low levels and that Main Street employment concerns as well as Wall Street monetary policies must be considered. Furthermore, Blinder expressed the concern that:

> the economy is now in considerably worse shape than they had expected it would be after seven rate increases during the 12-month period that ended on February 1. (*The New York Times*, June 21, 1995, "Doubts Voiced by Greenspan on a Rate Cut")

BACKGROUND

The Federal Reserve Bank raised short-term interest rates seven times in the last sixteen months, doubling the overnight rate among banks from 3% to 6% within the span of one year. The Fed's unprecedented and aggressive interference with the economy has been justified by Greenspan as necessary for holding down rising inflation rates.

Having stated that he would rather err by tightening credit *too much* rather than too little, Greenspan chooses to let consumers, workers, and small businesses bear the brunt of his monetary policy, pursuing policies more favorable to Wall Street than Main Street. He supports abolishing the requirement that the Fed try to meet the twin objectives of full employment and price stability. Rather, *Greenspan is willing to sacrifice jobs to achieve price stability--even when little or no threat to price stability appears to exist.*

After its most recent rate hike, the Federal Reserve released a statement that read: "Despite tentative signs of some moderation in growth, economic activity has continued to advance at a substantial pace, while resource utilization has risen further. In these circumstances, the Federal Reserve views these actions (the rate increases) as necessary to keep inflation contained." In non-economic jargon, *a thriving and growing economy with low unemployment rates signifies bad news to Greenspan and the Federal Reserve.* Chairman Greenspan interprets these healthy economic signs as dangerous and views them as symptoms to be cured.

<u>Negative Effect of Greenspan's High Interest Rates on Economy</u>

After sixteen months of robust economic growth and prosperity, *the higher rates are taking effect and the economy is slowing down:*

- Business activity slowed and unemployment increased for the first time since 1992;
- Total national employment dropped by 750,000 jobs in May;
- California's unemployment rate in May grew to 8.5% from 7.9% in April;
- New home construction fell for the third month in a row to its lowest level in two years; and
- Construction, new home sales, auto sales, factory production, and other areas all saw recent declines.

"The economy is going over the edge of the table now to a lower growth rate as a result of the cumulative impact of these interest rates," said Robert R. Davis, economist at Savings and Community Bankers Association of America. Another commentary by Richard D. Rippe, chief economist at Prudential Securities, illustrates the growing concern: "[The dramatic drop in payroll jobs in May is] not just evidence that the recovery will be jagged, but there is risk of an outright downturn." According to the state-by-state indexes of leading economic indicators, almost half of the states are showing signs of slowing growth (*The Wall Street Journal*, June 2, 1995, "Growth is Slowing in Half of the States"). Not only has the Federal Reserve slowed the growth of the economy, it may have initiated what could be a major recession:

> The [Labor Department's] employment report, combined with other gloomy economic data--ranging from declines in consumer spending to last week's reports of a slowdown in manufacturing--suggested that the economy will face rough sledding over the next few months...In particular, economists fear that downward momentum could feed on itself...The growing prospects for a sharp slowdown have prompted

> more aggressive lobbying on the part of economists for a lowering of short-term interest rates by the Federal Reserve...With inflation now largely under control, many economists believe the Fed could ease rates slightly without triggering a speed-up in spending.(*The New York Times*, June 5, 1995, "Payroll Jobs Declined Sharply in May")

Greenspan Contradictions

Greenspan wants to bring the annual rate of growth down from 4.5% to 2.5%, claiming that the higher rate is too large for the economy to bear without adding to inflation. In his most recent speech at the Economic Club in New York, June 20, 1995, Chairman Greenspan reiterated his stance: "If policy weren't tightened at an early time, the likely result would have been an unsustainable pace of expansion and mounting inflationary pressures, which would unleash destabilizing forces in the economy."

However, he ignores significant changes in the business sector that have allowed businesses to hold the line on costs and keep inflation in check. ***A number of positive economic signs contradict Greenspan's dour and pessimistic outlook:***

- US business productivity improved for the fifth consecutive year;
- The US economy had its largest growth in output in ten years;
- Employment cost increases have been their lowest in years; and
- Consumer inflation has been held under 3% for three straight years, the best record in three decades.

Greenspan himself admitted that the Consumer Price Index, the major gauge of inflation, may overestimate inflation by as much as 1.5%. ***That is, half of the present inflation rate may be nonexistent.*** Additionally, he acknowledged, in his June 20th talk, the uncertainty of the basis of his position: "It is difficult at this point to judge with any confidence how these various forces [the risk of inventory buildup] will work themselves out in the period ahead." Contradictions such as these caused many commentators, including Vice Chairman Blinder, to question Greenspan's obsession with this "shadow" inflation.

Most recently, in the much awaited speech intended to clarify the confusion and dissension among the Federal Reserve Board on June 20th, Chairman Greenspan shifted the foundation of his argument: he no longer maintains inflation as the greatest concern and reason beneath the interest rate hikes. Instead, he now cites ***global*** finance and the ***international*** economy as justifications for the Federal Reserve's actions. Conveniently, to support this new claim, he also took the liberty to change the role of the Federal Reserve at this time: "central banks have twin objectives: achieving macroeconomic stability and maintaining safe and sound financial institutions that can take advantage of stability while exploiting the inevitable new technological advances." Nowhere does Greenspan mention domestic growth and employment. ***This ever-changing realignment of defenses has added to the growing confusion as to the bases for high interest rates at a time of twenty percent real unemployment rate among America's 65 million persons of color.***

QUESTIONS AND ANSWERS ON THE FEDERAL RESERVE AND INTEREST RATES

1. What is the Federal Reserve?

The Federal Reserve is a complicated web of twelve regional banks, and their central coordinating bodies in Washington, DC. The seven members of the Board of Governors are appointed to 14-year terms by the Senate after nomination by the President of the United States. The Federal Reserve Open Market Committee (FOMC) is the rate-setting body of the Federal Reserve. It meets eight times a year, at intervals of five to eight weeks, and is comprised of the seven Fed Governors and the Presidents of the 12 regional banks, five of whom can vote at any one time.

2. What is Alan Greenspan's position at the Federal Reserve?

Alan Greenspan is currently the Chairman of the Board of Governors. He chairs the Board and the Federal Open Market Committee, acts as public spokesman for the Federal Reserve, and exercises great power over the style and substance of the Fed's monetary policy. He has been dubbed 'the second most powerful man in America.' This designation reflects the extent to which he can influence the national economy through his impact on policy in his role as Chairman.

In recent years, the Chairman has been granted extraordinary deference and independence. The Chair wields a great deal of influence and usually manages to keep Board decisions unanimous. For example, in the February meeting several Board members expressed doubt regarding the prudence of another interest rate hike. The Greenspan majority pushed for the rate increase, and the entire Board succumbed to the Chairman's will.

3. Under what branch of government does the Federal Reserve fall?

None. The Federal Reserve is an independent government agency largely consisting of private bankers who set policy based on their opinions. The Federal Reserve will listen to the advice of the President, and is directly responsible to Congress, but the members of the Board of Governors and the FOMC vote according to their own ideologies and forecasts. Because of their great independence, the Fed has often been accused of being out of touch with the American people, many whom suffer the brunt of the Fed's severe policies. Representative Maxine Waters (CA) stated: *"The Fed does not represent consumers, businesspeople, or the housing industry. Their only constituency is the bond market. Our country's economic policy is being determined in a fundamentally undemocratic manner."*

4. How do interest rates affect the economy?

In simple terms, **higher interest rates slow down the economy**. Banks' borrowing costs go up, which they pass on to their customers by charging higher rates on everything from credit cards to business loans. These rates have a particularly adverse impact on spending on big-ticket items such as homes, cars, furniture, and appliances—

those goods that are often financed rather than purchased outright. Consumers borrow less and spend less when interest rates are high. Under these pessimistic conditions, businesses often delay expansion and families forego mortgages. With consumers buying fewer goods, business inventories pile up and goods remain unsold. Employers cut costs by laying off workers or slashing employee benefits and salaries.

The effect of Greenspan's interest rate hikes are clear. The economy was clicking at a healthy 5.1% growth rate at the end of last year. This year, the economy is moving at a more sluggish 2.8%, the slowest in two years. Employment in California dipped down; it was observed, by Adrian Sanchez, an economist at First Interstate Bank, "It's alarming that we've had such a big loss of jobs, but it's consistent with the slowing of the national economy." Not surprisingly then, new claims for unemployment benefits jumped to their highest levels in five months. Higher interest rates have had an increasingly adverse impact on the economy:

> Most analysts believe the slow-down is a delayed reaction to the seven rounds of interest rate increases engineered by the Federal Reserve Board between February 1994 and February 1995. (*The New York Times*, June 16, 1995, "Jobs Shrink as Economy Weakens")

5. How does the Federal Reserve determine whether to raise or lower interest rates?

The government's main gauge for predicting the economy is the index of leading economic indicators, composed of eleven indicators which are supposed to predict or "lead" overall economic activity in the country. They include material prices, new orders for consumer goods, money supply, consumer expectations, length of workweek for production workers in manufacturing, new building permits, the speed of deliveries from suppliers to companies, first-time claims for state unemployment insurance, stock prices, unfilled orders for manufactured durable goods, and the value of contracts and orders for new plants and business equipment. The Federal Reserve is free to choose which factors to consider and which factors to ignore.

Greenspan's interest rate hikes are an attempt to bring the economy down to what he calls a "soft landing"-- moderate economic growth with little inflation. Greenspan supports the concept that a high unemployment rate, what economists call the "natural unemployment rate," is necessary to keep inflation in check. Greenspan recently commented, "We do not have the substantial unused capacity that made possible the especially favorable macroeconomic conditions of 1993 and 1994." His term "unused capacity" includes the nation's many unemployed workers. In the choice between jobs and possible higher inflation, Greenspan is more than willing to sacrifice jobs by raising interest rates.

6. Who are the winners and losers under the recent series of interest rate hikes?

Bond traders and investors are the biggest winners. Any evidence of an economic slowdown usually sends the bond market soaring, and recent increases in unemployment figures have been no different. Bond holders prefer an extreme inflationary stance because lower inflation leads to greater returns on their investments. Higher interest rates make the dollar and dollar-denominated assets like stocks and bonds more valuable.

Prospective homebuyers, especially first-time homebuyers, and other borrowers are the big losers. Last year the boom in home mortgage refinancing collapsed. The boom had allowed millions of Americans to reduce their monthly payments and free up their income for other purposes. Higher interest rates will translate into higher mortgage payments. A 1% rate hike could raise monthly mortgage rates for a house in the range of $150,000 by an extra $100 to $150 a month.

7. Do higher rates affect minorities and persons from low-income areas?

Yes. In fact, **rate increases have their worst impact in minority and low-income areas.** In poor communities, many of which are minority communities, interest rates predict growth. When rates are low, housing and business starts are up. When interest rates are high, these activities slow or stop altogether. Because minority homebuyers (who comprise a large share of first-time homebuyers) are often on tight budgets, the interest rate increases can be particularly devastating. The same phenomenon applies to business owners whose success depends on their ability to minimize costs, such as the interest on small business loans. And because minority businesses tend to hire minority workers, the inability to meet costs within a small business has damaging consequences for the community's labor force. These businesses also suffer when those in their communities lack money to spend on goods and services.

Since minorities and persons from lower-income areas have higher unemployment rates or are marginally employed, they suffer even more in periods of economic downturn. For example, when the national unemployment rate is seven percent, the real[1] unemployment rate for African Americans and Latinos is twenty percent (and, when the unemployment rate is over eight percent, as it was in May of 1995 in California, the minority unemployment rate is close to twenty-five percent). Minorities tend to be the first fired during bad times and the last hired when the economy picks up. For poor persons, every dollar gobbled up by higher interest rates makes a painful difference.

8. What has been the response from government officials and the business and financial community to Greenspan's interest rate hikes?

The Clinton administration, for over two years, has adopted an extraordinarily deferential tone in regard to the Federal Reserve's interest rate adjustments. A joint statement by Robert Rubin, the Treasury Secretary, and Laura D'Andrea Tyson, Chair of the Council of Economic Advisors, stated, "The Administration respects the independence of the Federal Reserve and neither endorses nor criticizes its actions." Taking no action out of respect for "the independence" of the Fed can not be justified when that institution's policies are hurting the American people. Such freedom from democratic control would have been considered unthinkable and potentially dangerous during the Reagan and Bush administrations.

In contrast to Clinton's laissez faire attitude, more than twenty House representatives, conservatives and liberals together, gathered for a press conference in February to plead with Chairman Greenspan not to risk plunging the country into recession. "Don't do it, Mr. Greenspan," said David Bonior, assistant minority leader, "If

[1] Includes discouraged and part-time workers.

we raise interest rates again, it will be like throwing a bucket of ice water on the US economy." Their efforts went unheeded as Greenspan raised rates for the seventh time. The concern in Congress is both bi-partisan and bicameral:

> [There is] a growing chorus of Wall Street analysts and academic economists who contend that while the central bank might have been right to start raising short-term interest rates last year, it was wrong to do so seven times. (*The New York Times*, June 17,1995, "As His Critics' Voices Rise, Greenspan Plans an Address")

Various economists and business officials have lashed out at Greenspan for dragging the economy toward a recession. Martin Regalia, the chief economist at the US Chamber of Commerce, said, "We certainly see the possibility of recession and the potential for recession with each Fed tightening. The American Banker ran a front-page article in February titled, "Experts Doubt Fed Can Pilot the Economy to a Soft Landing." Economists from major financial institutions have expressed their fear of excess tightening of the economy, leading to a possible recession next year.

In mid-June of 1995, or after almost two and a half years of extreme and unprecedented deference for the Federal Reserve, the Clinton Administration openly raised questions as to Greenspan's Wall Street anti-inflation strategy:

> Leon Panetta, the White House Chief of Staff [said] that any help from the Central Bank in preventing a recession would be appreciated.
> (*The New York Times*, June 12, 1995, "A Rare Nudge for a Drop in Rates")

In a talk in Seattle on June 7th, Chairman Greenspan brought up the possibility of a recession; and speaking from Basel, Switzerland, on June 11th, Chairman Greenspan said: "The probability of a modest adjustment--whether you call it a recession or not--has obviously gone up as a consequence [of past rate hikes]."

9. What can I do about monetary policy and rising interest rates?

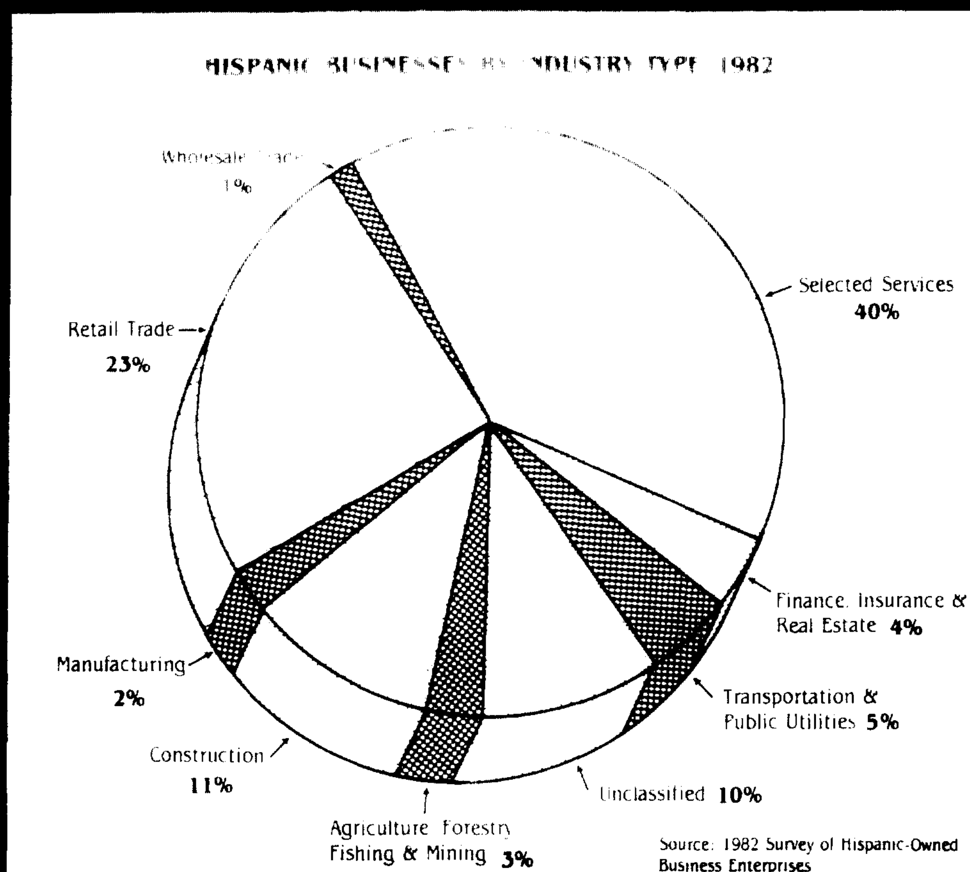
Call your Congressperson and express your opposition to higher interest rates. Tell them that American jobs should have priority over the bond market. Contact the Federal Reserve to remind them that their decisions have real impacts on people, not just interest rates and economic indicators. The Federal Reserve's address and the Chairman's phone number are:

Federal Reserve System
Twentieth Street and Constitution Avenue, NW
Washington, DC 20551
(202) 452-3201

Greenspan is sensitive to the political effect of further interest rate hikes and of the need to lower rates during a recession. Slower growth in 1996, attributable to higher interest rates, could affect the Presidential campaign. Furthermore, Greenspan's four-year term as Chairman expires in March 1996, and a recession could spark political controversy over his reappointment or the choice of his successor, who will likely be the current Vice Chair, Alan Blinder.

EXHIBIT F

Hispanic Business Ownership: A Profile



Policy
Analysis
Center

National
Council of
La Raza